Animal Services Department

5 Year Performance Report

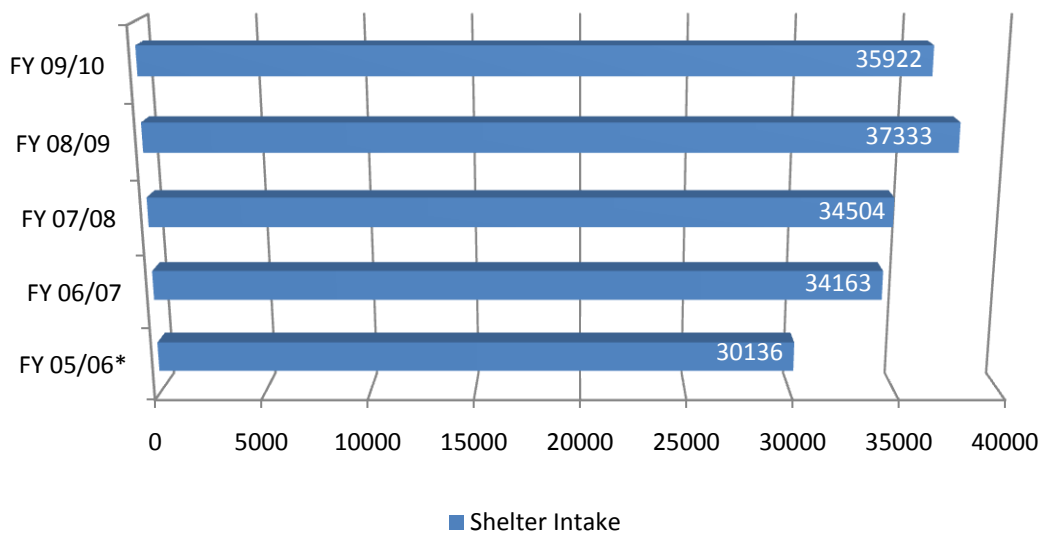# Miami-Dade Animal Services Department

In 2005, the Animal Services Department (ASD) became independent, answering directly to the County Manager. Since then, a myriad of changes and improvements have been and continue to be made. The Department strives to provide services that ensure the safety of the public and increase the number of shelter animals saved. In 2009, ASD received the **Agency of the Year** award from the Florida Animal Control Association. Also in 2009, ASD was recognized with an **Honorable Mention for Outstanding Team Achievement** because of the success of the adoption program. Subsequently, in 2010 the Department was presented with the **Outstanding Team Achieveme**nt award for a spay/neuter initiative as ASD was responsible for the sterilization of over 4,000 community cats with minimal impact to the operational budget.

Miami-Dade Animal Services is one of the top ten largest shelters in the country, based on the number of animals abandoned. Between FY 2005-2006 and 2008-2009, the intake of animals increased by **24%.** In the FY2009-2010 there was a 4% decrease, which represented the 1st year that shelter intake decreased in 5 years.

Animal Intake by Fiscal Year

Fiscal Year	Shelter Intake
FY 09/10	35922
FY 08/09	37333
FY 07/08	34504
FY 06/07	34163
FY 05/06*	30136

■ Shelter Intake

*ASD became an independent department in October 2005.

Improvement Type	Description	Accomplishments
Animal Care	• Introduced pain medications and treatment plans for ill and injured animals (2005) • Introduced pain medications for all surgery patients (2005) • Created daily treatment sheets for Veterinary Technicians • Vaccinated dogs on intake against highly infectious diseases (Distemper & Parvo viruses, Kennel Cough) (2008) • Developed inventory control to ensure each pet was accounted for twice daily (2005) • Developed shelter-wide Standard Operating Procedures (2005/2006 with ongoing updates) • Implemented formal volunteer program (2006)	• decreased the incidence of infectious disease and shelter deaths • provided pain relief for shelter animals

Community Education	• Introduced microchipping for community pets that includes automatic registration (2008)
	• Created new educational handouts to prepare pet owners for adoption and care of their new pet
	• Lost and Found Procedure Improvements
	  - Created lost pet handouts for owners
	  - Trained staff to enter tag/chip information into Chameleon (pet and owner information database) to generate reports for shelter animals with identification
	  - Created Pet Detectives Volunteer Program to increase reunification rate of lost pets with their owners
		• Improved pet identification
		• Improved owner education

Adoptions	• Updated adoption and spay/neuter contracts to include the picture, microchip, tag and animal ID (2005)
	• Stress relief/Enrichment
	  - Installed sound panels in dog adoption area
	  - Purchased toys, beds and sweaters for cold weather with Animal Services Trust Fund money
	• Established two (2) air conditioned cat adoption rooms separated from dogs (2005-2007)
	• Created air conditioned receiving waiting room and office inside of building (2006)
	• Created new cat receiving room (larger, more cages, less noise, natural lighting, no through traffic with dogs) (2009)
	• Introduced spay/neuter agreement to decrease time shelter pets were exposed to infectious diseases
		• Improved overall shelter operating conditions and consistency
		• Reduced stress levels for animals, staff and visitors

Record breaking number of animals saved...

Much progress has been made to increase the number of saved animals. A part of that success can be attributed to ASD's ability to increase the number of adoptions through numerous outreach efforts, such as the 2 for 1 Cat Adoption Program (one fee to adopt one or two cats). Adoptions increased by **178%** from FY 2004-2005 (3,002) to FY 2009-2010 (8,334). In addition to increased adoptions, more than sixty (60) Rescue Partners have contributed to the number of animals saved with 4,074 transfers in FY 09-10. The number of animals saved has increased from FY 2004-2005 (5,667) to FY 2009-2010 (13,942) which is the highest number in the history of the Department and an unprecedented accomplishment for any open admission public shelter.

The Department began hosting adoption events in December of 2005 and thirty (30) pets were adopted at the first *Home for Every Holiday*. Four (4) adoption events are now hosted each year and a record number of animals were adopted at the *Open Your Heart, Open Your Home* Valentine event (122) in 2010.
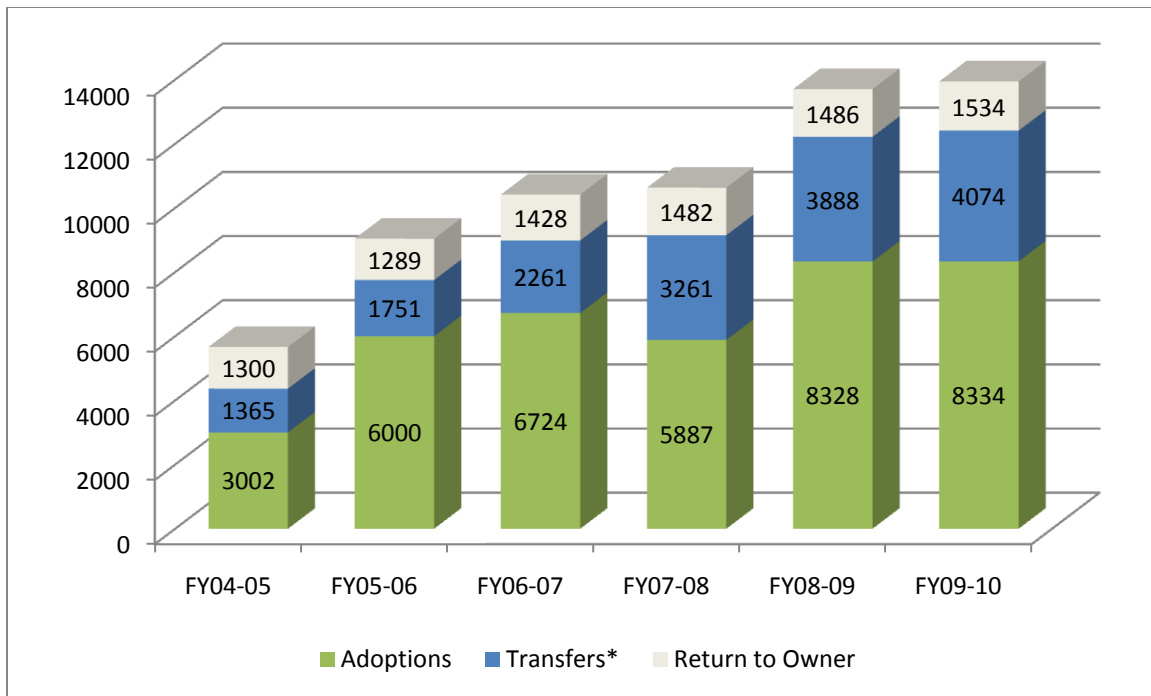
*Transfers refer to transfers to Rescue Partners (approved rescue groups or humane societies)

Enforcement

Improvements implemented for enforcement operations have had far reaching benefits, including more efficient processes and early identification of errors.

Improvement	Action Taken	Benefits
Equipment	• Replaced 100% of the fleet vehicles and retired older Animal Control Officer's (ACO) trucks • Installed GPS in new fleet vehicles • Implemented Arc Logistics routing technologies • Installed state of the art heat alarms in all live animal transport vehicles (2010)	• Adequate transportation for animals and staff • Decreased incidence of heat stroke and death in animals • Decreased injury rate for ACOs • GPS provided staff accountability • Drastically increased efficiency of ACOs
Training	• Certified ACOs (2006-ongoing) • Retrained staff in the issuance of citations • Trained all ACOs and Investigators on case preparation for Hearings	• Increased staff education skills • Citations are more defendable due to proper documentation • Decreased number of inaccurate citations from 44% to less than 3%
Enforcement Processes	• Developed tracking reports to identify and proactively act on errors made on manually issued citations • Re-organized hearing schedule and keep statistics on number handled and results (2006-ongoing) • Improved efficiency of call handling by implementing 4 10 hour work days, implementing Arc Logistics electronic software and prioritized stray dog calls	Decreased response time for Animal Control Officers

	• Created SOPs in handling the closing and voiding of citations; - Provided training to Enforcement Clerks on new forms and requirements - Created new forms and tracking reports to accurately reflect the closing/voiding of citations - Established performance measures	
Legislation	• Re-wrote Chapter 5 of the Miami-Dade County Code (2008) • Introduced Anti-Tethering Law (2009) • Introduced 3 Year License to coincide with 3 Year Rabies vaccination (2009) • Introduced Junior License for puppies up to one year of age to give owners a chance to sterilize pet • Required pet stores to microchip and register new pet owners	• Increased animal and public safety
Animal Cruelty	• Memorandum of Understanding between ASD and The South Florida Society for the Prevention of Cruelty to Animals (FY 2008-2009)	• To uphold state mandates for transport, impoundment and care of large animal victims of cruelty and neglect

Outreach

Concentrated outreach efforts have helped to increase adoptions and improve ASD's overall visibility and reputation throughout the community, though proper funding has not been allocated in the budget to this area. ASD has developed advertising campaigns, improved media relations and developed partner websites that all contribute to getting people involved and saving more animals. Outreach efforts included the following:

- Advertised on trains, buses, newspapers and magazines
- Developed an ad campaign featuring three (3) uniform messages:
  o Spay/Neuter
  o Adopt-a-Pet
  o ID Your Pet
- Secured approximately $50,000+ annually in in-kind advertising (ongoing)
- Secured regularly featured spots on Comcast Pets on Demand, Telemundo 51 and GenTV
- Partnered with Petsmart to do mobile adoptions (2009)
- Filmed new series with Granada Productions (premiered on Animal Planet January 2010) called Miami Animal Cops
- Created a Facebook page

Partnerships

Rescue Partnership

In 2006, a formal Rescue Partnership was created with 501c3 Rescue Groups and humane societies. Twice daily, our Rescue Partners receive auto e-mails via the Chameleon shelter software with a list of shelter pets that would most likely not be moved into adoptions. For the FY 2009-2010, there were sixty (60) Rescue Partners, one of the largest partnerships we know of in the country, who collectively saved a record breaking 4,074 shelter pets. Rescue Partners also provide Medical Foster Care for some dogs during their stray hold period.

Volunteers Partnership

Volunteers were welcomed back to the shelter in 2006. They attend a formal orientation and tour to learn about the operation of Animal Services, then help with the care of shelter pets, adoptions, bathing dogs, assisting in the clinic and with events. Shelter volunteers have donated a total of 39,762 hours between FY 2006-2007 and FY 2009-2010. As an extension of the volunteer program, the Pet Detective Club was created as well and volunteers research the Internet matching flyers of lost and found pets at the shelter or found by Good Samaritans. The Puppy Foster Care program was created in October 2008, and since then hundreds of puppies have been saved that would have otherwise been euthanized.

Volunteer Hours by Fiscal Year*
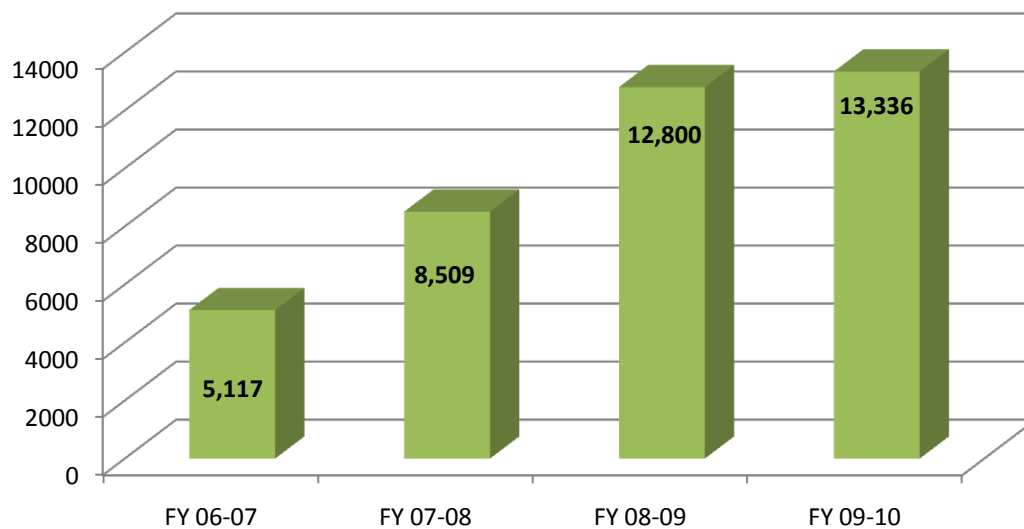
*Volunteer hours are available only since FY 06-07

Other partner organizations include:

- SOBE Cats (South Beach Cats)
- South Florida Veterinary Association
- South Florida Veterinary Foundation
- Hands on Miami
- University of Miami Pre-Vet Club
- University of Miami HOPE (Helping Others Through Pro Bono Efforts) Club
- Florida International University, Pre-Vet Club
- Miami-Dade Corrections Department/Boot Camp Cadets
- Girls Scouts
- Miami-Dade College, Veterinary Technician program
- Miami-Dade County Public Schools

Partner websites include:

- Adoptapet.com
- Petfinder.com
- Dogs in Danger

- Marthastewart.com
- Mightydog.com
- Pets 911

- Pedigree.com
- Petharbor.com

ASPCA Partnership

In 2010, Miami-Dade County was selected as the 10th ASPCA Partner Community in the country. Along with partner agencies the Cat Network and the Humane Society of Greater Miami, the ASPCA chooses communities with strong collaborative ties already in place. The ASPCA works with the partner agencies on strategies and funding to increase the number of pets saved, spay/neuter programs and improving all collaborative efforts in the community. For more information about the partnership and what has been accomplished in other communities, please visit www.aspca.org.

Challenges

Each day an average of 100 pets are abandoned at Animal Services, the only open admission shelter in our community. In the busy summer months, when intake can exceed 4,000 animals a month, that number can inflate to over 230 a day. In the last seven (7) years, the annual intake of animals has increased from 28,623 to an all time high in FY 2008-2009 of 37,332, so the workload per individual has increased as well.

Even so, Miami-Dade Animal Services has accomplished unprecedented success and more animals than ever are being saved. Regretably, that success pales in comparison to the challenge of handling so many shelter pets in a confined space. Infectious diseases such as Respiratory Infections, Distemper and Parvo Virus cannot be avoided as unvaccinated dogs and puppies enter the shelter each day and can be incubating those diseases. The incubation period is the time between when the pet is infected and shows clinical signs. Sadly, there is no test to determine who is incubating diseases and those pets can spread the disease in the air, through direct contact or contact with fresh body fluids. All dogs and puppies are vaccinated on intake for those infectious diseases but they do not provide full protection immediately.   Standard Operating Procedures are in place for disinfecting but cross contamination is inevitable due to the large numbers of shelter animals moving throughout the building. The key and only solution is to prevent pets from being abandoned at the shelter and we are working on many initiatives to accomplish that.

The workload in all areas has exceeded the staff's capability. More than 150,000 phone calls are received by 311 Call Takers each year and more than another 150,000 come directly to the shelter. Communicating with shelter staff is exceptionally challenging and we continue to struggle with the number of abandoned calls. An email address has been created (2010) to improve communication with the public at pets@miamidade.gov and many constituents are utilizing that email address as an information source.

Euthanasia

Sadly, after the exhaustive efforts of the staff, volunteers and Rescue Partners to save as many animals as possible, many thousands of stray, owner surrendered and abandoned pets are euthanized each year. On intake, Veterinary Technicians evaluate each pet for health and temperament. The exceptions are Owner Requested Euthanasias, extremely aggressive animals and feral cats. Should the technician detect any medical or behavioral issue, it is notated in the medical record and if needed, entered on the list for the veterinarian to check. The goal is to place as many adoptable pets in adoptions as possible. For many of those not being placed for adoption, an automatic email is sent to our Rescue Partners for possible placement and all shelter pets can be viewed on our website or Petharbor.com and pictures are updated every two hours. Stray dogs over six (6) months must be held for five (5) days, puppies for twenty-four (24) hours but there is no hold for owner surrendered pets or cats.

The heartbreaking decision to euthanize a pet is based on health, temperament, stray hold period, the owner's request and space. It is not possible to hold pets indefinitely due to the high volume of pets entering the shelter each day. Euthanasia is performed by certified Euthanasia Technicians who are part of the Veterinary Technician team in the clinic. Euthanasia is done with an overdose of a barbiturate and given in the vein when at all possible. Feral cats are injected in the abdomen since they cannot be handled and aggressive dogs are tranquilized before handled.

After tireless efforts to save as many as possible, in the FY 2009-2010, 20,112 shelter pets were euthanized (22% puppies, 43% dogs, 69% kittens and 90% cats). The goal of the Animal Services Department is to end the euthanasia of healthy adoptable shelter pets. Decreasing shelter intake is the only way to accomplish that.

Spay/Neuter Programs

Targeted spay/neuter programs have proven to be the only way to effectively decrease shelter intake. Examples of targeted programs include those that focus on free roaming cats, areas with high shelter intake and for low income pet owners. The Animal Services Department has developed many private sector collaborations to increase the number of donor subsidized spay/neuter opportunities in our community and are open to foster new collaborations and seek grant funding for sterilization programs.

ASD is seeking the help of the Florida Legislature to expand use of the $5 surcharge on animal code enforcement violations to include Spay/Neuter Programs (state law currently requires proceeds from the surcharge to be used solely to pay for costs of training for animal control officers). Spay/Neuter programs help to minimize population growth and ASD has created numerous donor-subsidized initiatives that include:

- Maddie's Funding
    - Received $22,000 in funding in FY 2008-2009
    - Coalition plus donations to Animal Services Trust Fund helped provide 1,401 free cat spay/neuters for the public on the mobile surgical unit (MAC)
- Florida Animal Friends Grant
    - Received $25,000 for FY 2009-2010 to provide cat spay/neuter services for a $15 co-pay on the MAC
- ASPCA Pet Fair Grant
    - Received $24,000 in FY 2010-2011
    - FY09/10 funding used to continue cat sterilizations for a $15 co-pay on the MAC
- Volunteer Vet Surgery Days
    - 908 cats sterilized between 5 events
- Continued efforts to apply for spay/neuter grants with PetSmart Charities
- Partnered with the Clydey Foundation
    - Hosted the spay/neuter mobile unit at Animal Services
    - Offered dog spays and neuters for the public for $30 (over 700 surgeries performed)
- Dog Spay/Neuter Program sponsored by the Animal Services Trust Fund
    - Continued program for dog spays and neuters for the public for $25
- Created partnership with the Humane Society of Greater Miami (HSGM)
    - HSGM now operates the Spay/Neuter clinic and utilizes ASD's Mobile Animal Clinic (MAC) units

In 2010, the Florida Animal Control Association recognized Animal Services with the Outstanding Team Achievement Award for collaborating with a variety of organizations and veterinarians. During five (5) spay/neuter events, the Department was responsible for spaying/neutering over 4,000 community cats.
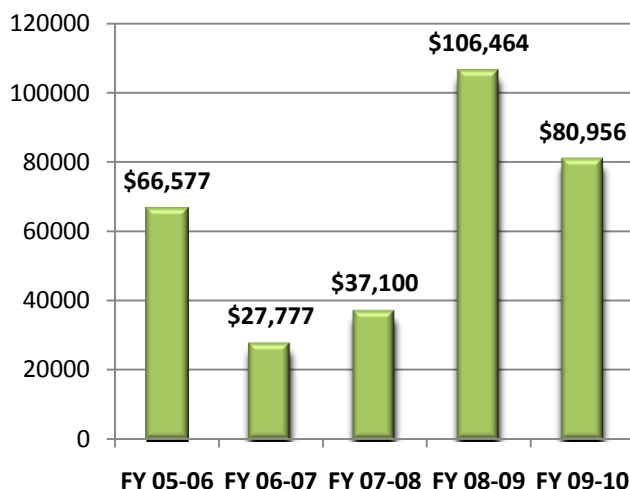
Miami-Dade Animal Services Foundation

The Animal Services Foundation received 501(c)(3) non-profit status in the summer of 2010. The mission of the Foundation is to decrease shelter intake by developing programs such as targeted spay/neuter programs and can fund any Miami- Dade County non-profit organization operating such programs. The website is currently in development but a splash page is set up to accept financial donations at www.mdasfoundation.org or sent to PO Box 012417, Miami, FL 33101.
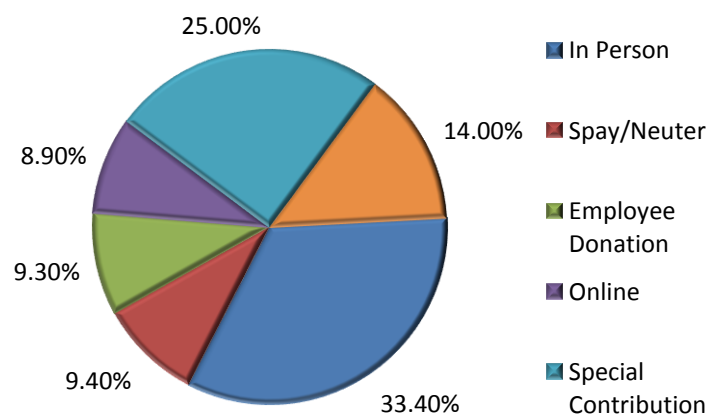
Animal Services Trust Fund

The Animal Control Trust Fund was established in 1982. It was later merged with the Hurricane Relief Trust Fund in 2006 and the guidelines were expanded to create the Animal Services Trust Fund. Over the last five (5) years, a total of **$318,874** was collected through the Trust Fund. Trust fund money is used to purchase items for the shelter pets, such as toys and beds, and for community spay/neuter programs and capital projects.

Donations to the Animal Services Trust Fund can be made online at www.miamidade.gov/animals , at the shelter or through the mail with checks made out to the Board of County Commissioners (or BCC) with a note on the memo line that says MDAS Trust Fund. Constituents may choose to donate items from the Wish List provided on our website. A brochure is also available at the shelter to promote donations and county employees may do a payroll deduction and designate the donation to the trust fund.

Fiscal Year Trust Fund Revenue*

Trust Fund Revenue Method Received Distribution FY09-10

- In Person — 33.40%
- Spay/Neuter — 14.00%
- Employee Donation — 9.30%
- Online — 8.90%
- Special Contribution — 25.00%
- 9.40%

*Increased amounts in fiscal year 05-06 and 08-09 were attributed to the merger of the two funds and a $50,000 donation from Animal Planet, respectively.

Animal Services and GIC Working Together

Call Handling

Animal Services and the Government Information Center (GIC) have worked in many capacities to improve processes, increase exposure and create a better experience for citizens. ASD received more than 150,000 calls directly to the shelter each year. The 311 Answer Center handled an average of 140,000 calls per year for ASD from FY 05-06 to 09-10, which otherwise could not have been handled by ASD staff. An additional line has been set up to handle citation-related calls, assistance with the development of an aggressive citation mail out plan and most recently introduced Reverse 311 calling (automated outgoing messages with reminders to pet stores, vets and citizens). The graphs below represent 311 call volume and service request activity for ASD from FY 2005-2006 to FY 2009-2010, as well as the distribution of animal-related call topics.
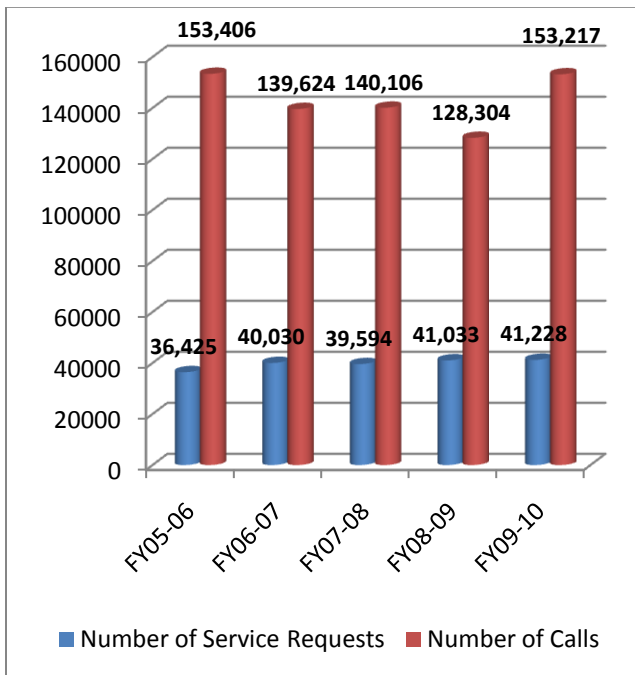

Fiscal Year 09-10 Animal-Related Call Topics
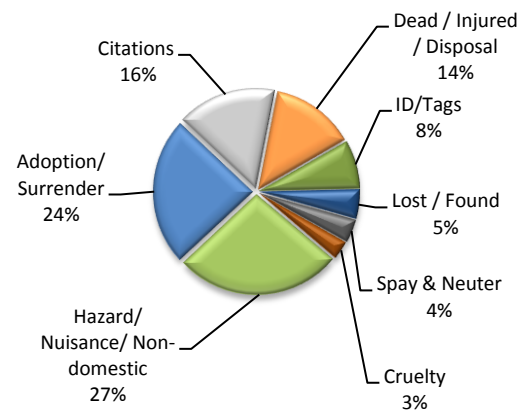
The decrease in call volume in FY 08-09 may be attributed to increased website traffic and the decrease in citations issued. Decreases in call volume may also be attributed to citizens dialing the 3-digit 3-1-1 number directly. Call volume in the graph only represents calls routed to 3-1-1 from ASD's 10-digit number.

Online Access

Since FY 06-07 the number of website visits has consistently increased. From FY 06-07, the number of visits increased by **219%**. The miamidade.gov homepage has featured a 'Pet of the Week' for over four (4) years and ASD has been regularly featured in the County's weekly newsletter, 'What's New for County Employees', which both redirected visitors and readers to ASD's homepage for more information. Citizens can also use the miamidade.gov Portal to submit service requests (through the ServiceDirect application). Service requests submitted online are captured in the 311 Customer Service Reporting (CSR) system and forwarded to the Department for regular processing, providing a seamless process for citizens.
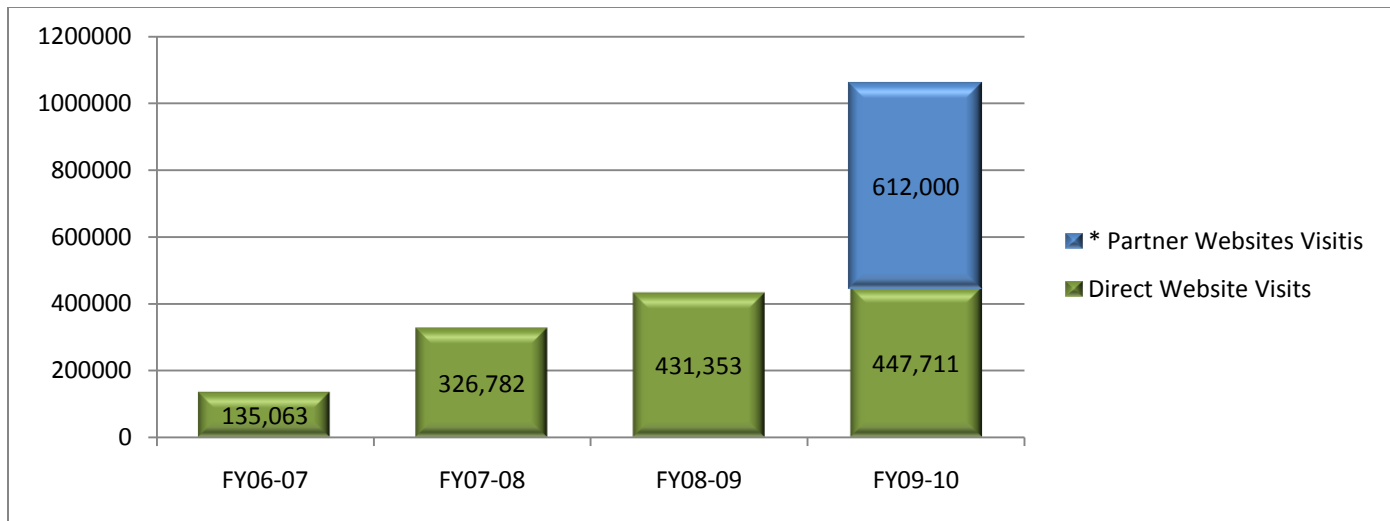
*Partner Website data was unavailable for previous years.

Focusing on Process Improvements

Two in-depth assessments were conducted by GIC to help evaluate and improve ASD processes. The Service Delivery Assessment, conducted in 2007, was designed to evaluate the overall quality of service provided, identify effectiveness of customer service measures, and make recommendations for improving service delivery across ASD's main service channels; phone, in-person, and online. The Code Enforcement Citations Assessment, conducted in 2008, was designed to evaluate the citation management process and system within the Code Enforcement unit. Both reports included analysis of process efficiencies and recommended solutions for improvements.

ASD and GIC collaborated on the implementation of the CSR Mobile Pilot Program in 2008. CSR Mobile was installed on ToughBooks for 10 Animal Control Officers during the pilot, which provided them quick access to work assignments, data query capabilities, reporting and location alerts. ToughBooks were also a recommended solution in the Code Enforcement Citations Assessment. CSR Mobile and ToughBooks provide benefits for both officers and the citation enforcement process. Some benefits included:

- Increased number of calls handled daily (from 8-10 to 10-15 calls)
- On-site access to key information in PTXA, SEFA and Chameleon databases
- Input of animal impoundment information in the field
- Minimized lag time between citation issuance and follow-up
- Reduced number of citation errors

ASD subsequently received funding from the Code Enforcement Technology Fund (CETF) to purchase ToughBook laptops for all field officers.   Other technological improvements include the purchase of a Cash Management System, funded through the CETF which will improve the ability of the Department to reconcile finances as well as provide real-time processing of citation payments. In addition, violation payments will be posted immediately on the Clerk of the Courts system for constituents to check as opposed to the process prior to the Cash Management system that could take three (3) weeks.

Other internal website updates planned for FY 2010-2011 are online license renewals and account updates. Constituents will be able to submit a change of address, ownership or pet status on-line. Also during FY 2010-2011, ASD will be initiating a pilot program whereby constituents will be able to purchase a Pet ID tag with the owner's name and phone number to make reunification in the community that much easier.

Through the **Countywide Secret Shopper Program**, GIC observed and measured ASD's customer satisfaction during two phases. Phase I shops were used to establish a baseline of ASD's customer service delivery and Phase II shops portrayed the effectiveness of departmental efforts to "move the needle" toward customer service excellence. Both phases identified ASD's satisfaction levels, provided analysis of results and recommendations for improvement.

- All Phase II overall ratings were within the satisfactory level for customer service
  - For telephone shops, the overall telephone service was found to be above the 75% satisfactory threshold
    - Overall experience was 79%
    - Overall courtesy, politeness and professionalism was 86%
  - In-person shops also received satisfaction ratings above the 75% threshold
    - Overall satisfaction with professionalism and courtesy of service delivery staff was 84%
    - Overall satisfaction with the quality of service was 82%

ASD Feature Stories and Videos

Miami-Dade TV worked with ASD to feature stories on County Connection and other On-Demand videos, which helped to increase the department's exposure. County Connection stories included the Valentine Adoption Event, No Tether Ordinance and Hurricane Pet Prep Tips. Other videos featured Animal Adoptions, Hurricanes & Pets, Animal Shelter Volunteers and a public service announcement.

Administration

| Area	Accomplishments
Shelter	- Installed surveillance system throughout facility resulting in better documentation of incidents - Installed safety equipment throughout the facility (i.e. lighted exit signs, fire extinguishers, emergency lights) - Installed various ADA upgrades, such as modified counter, accessible bathrooms, improved parking areas, automatic door and ramps in the adoption area
Equipment/ Software	- Secured $90K from the Clerk of Courts Code Enforcement Technology Trust Fund (COC TF) to purchase 31 ToughBooks for enforcement staff to streamline mobile operations - Replaced 20 of the Animal Control Officers' trucks with safe air conditioned vans, with GPS, utilized to pick up strays - Reduced the fleet size by **20%** (from 41 to 33 vehicles). - Secured $19,425 in funding from the COC TF for the installation and deployment of the GPS system, in conjunction with the ArcLogisitcs software - Upgraded Citation Manager to allow for the capture of expired puppy tags, as well as 30-day grace period before a citation is issued - Secured an additional $66K from the Clerk of Courts Technology Trust Fund to implement a cash management system tied into the Clerk of Courts SEFA system. All citation payments processed at the shelter will be posted and closed in real time into SEFA.

Data Processing/ Administrative	• Improved data entry of rabies certificates from 10-12 weeks to **6-8 weeks** • Improved processing of tags by mail from 6-8 weeks to **less than 4 days** • Improved mailing of citations from 6 months to **4 ½ months** from date of violation • Improved delivery of tags to stations from 7-10 days to **48 hours** for the same cost • Initiated Memorandum of Understanding with Finance to collect outstanding citations that are 120 days in arrears ($1.57m in collections between April 2007 and September 2010) • Secured janitorial contract generating a **50% cost reduction** and increased service over the previous agreement • Implemented courier system resulting in a **59% cost reduction** through the elimination of a driver messenger position • Introduced various analytical reports and quality control procedures resulting in the **reduction of the citation error rate** to 2% • Created Quality Control reports to proactively identify on data entry errors, duplicate accounts, and system errors • Created various statistical reports to track performance and various shelter, enforcement and administrative activities • Implemented $5 civil violation notice (CVN) surcharge and monthly posting procedures • In a joint effort with the Department of Emergency Management, initiated the first COOP drill with staff to test the department's emergency plan. • Hired architect and designed new facility (purchase of warehouse to retrofit is in progress) (2005-2010) • Initiated quality control reports to identify erroneous entries and duplicate accounts to ensure the accuracy of citations
Operations	• Implemented new procedures to monitor station payments resulting in timely receipt of payment and elimination of payment plans or outstanding accounts • Introduced the Junior and 3-Year rabies license, as well as the Puppy Tag (free of charge) • Partnered with pet stores and pet dealers to improve accessibility and facilitate the purchase of the Junior Tag and/or issuance of the Puppy Tag to pet owners • Established standard operating procedures for accounting/financial transactions and tag unit • Implemented daily posting procedures of CVN credit card payment

ASD's staffing levels, budget constraints and the elimination of positions that included two Assistant Directors over the last five (5) years have limited the Department's ability to implement more improvements. However, the invaluable resources dedicated by all the involved partners have made a great contribution to the Department's ability to meet the needs of animals, the shelter and the community. Although the General Fund was decreased in the FY 2010-2011 ASD budget, the overall budget increased. Several changes were made to the Table of Organizations and some positions re-classed to attempt to more effectively handle the overwhelming workload. As such, the Department was able to add five (5) Animal Care Specialists, two (2) Veterinary Technicians, one (1) Accountant and convert the six (6) part time Animal Care Specialists to full time status for the FY 10/11.
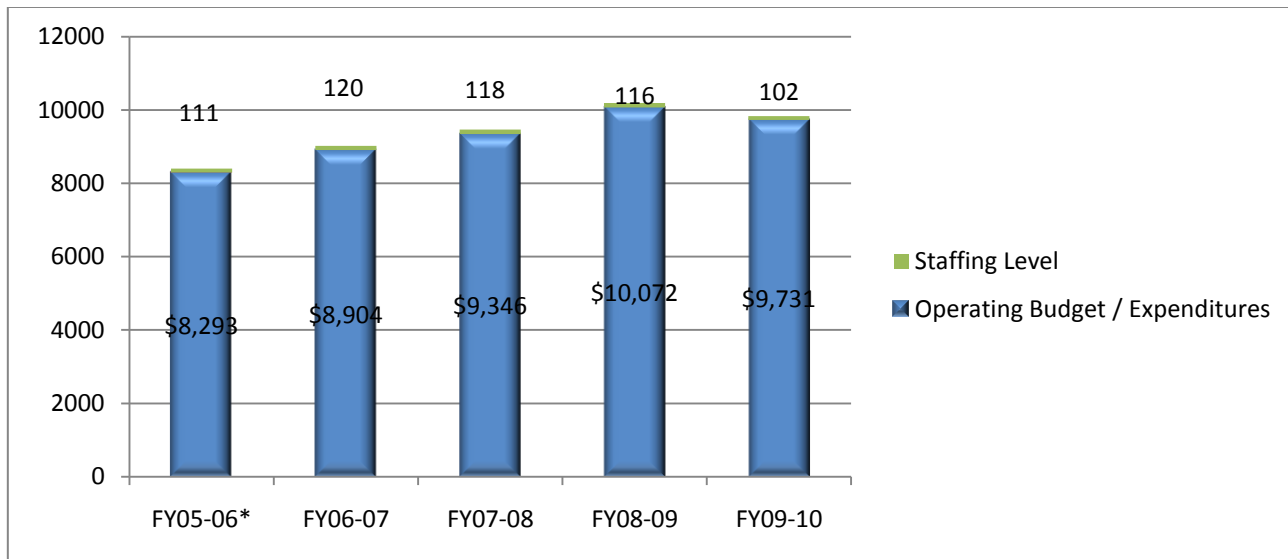
*FY 05-06 staffing level includes 34 part-time positions (staff working 39 hours bi-weekly) that were later transitioned to full-time positions.

Performance Improvement

The Department welcomes evaluations and in 2006 a operations report was done by Shelter Vet-to-Go. In 2007 the Commissioner Auditor started an audit and in the summer of 2010, as part of the ASPCA Partnership, a shelter evaluation was done to assess the areas of opportunity for improvement.

GIC conducted a Dead Animal Study over the summer of 2009 with ASD, the Public Works Department (PWD), Human Resources (HR) and the Department of Solid Waste Management (DSWM) to determine what was needed to transfer the dead animal pickup duties from ASD to PWD's NEAT teams. The study provided recommendations on how to best proceed in addressing the service request needs and how to most effectively use existing resources. In the FY 2009-2010 it was decided that the (3) Disposal Technicians would be funded by DSWM but remain on the ASD Table of Organization.

The Office of Strategic Business Management (OSBM) conducted a business process review of selected work units within ASD, including tag, citation and customer service during the FY 2009-2010. Recommendations that were implemented included a 4 day/10 hour work week, implementation of Arc Logistics and discontinuing the Stray Dog Pick up service calls after the first day (since the study showed that productivity dropped from 25% to essentially zero over that time period).

Ongoing Initiatives

Miami-Dade Animal Services is committed to providing the best care for shelter pets, create programs to decrease shelter intake and stop the euthanasia of healthy, adoptable pets. Ongoing goals include increasing the number of pets vaccinated against rabies and dogs licensed while decreasing the need to issue citations. The issues that plague Animal Services, such as the number of pets abandoned, the percentage of animals in the community sterilized and lack of traceable identification, can be solved by an educated and caring community.